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Proposed strategic framework for the period 2016-2017

Part two: biennial programme plan

Programme 27
Jointly financed activities

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A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216, 52/216 and 67/257, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall organizational reform and in the comprehensive review of the United Nations common system compensation package.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted (ii) Percentage of recommendations adopted by the Commission
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen the common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support in human resources reform as well as in the implementation of the outcome of the comprehensive review of the common system compensation package to ensure that the revised system is sustainable and meets the concerns of Member States, organizations and the staff.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, it must issue recommendations that are specific, measurable, attainable, relevant and time-bound (SMART).

27.8 The secretariat of the Joint Inspection Unit has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

27.9 The present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled however that, in accordance with resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.10 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective of the Organization: Improve the relevance, utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years (ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) (i) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(c) (i) Increased number of page visits to the Joint Inspection Unit website (ii) Increased number of people signing up for the Joint Inspection Unit website e-mail list

Strategy

27.11 During the biennium 2016-2017, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit presented its revised long- and medium-term strategy (A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas; (b) the strengthening of the follow-up system on the implementation of recommendations through the maintenance and further development of the Unit's web-based tracking system; the development of key knowledge management and outreach strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations; (d) the implementation of recommendations identified through the self-evaluation and peer review, undertaken during the biennium 2012-2013, of the Unit's activities in order to ensure that its work is based on state-of-the-art developments in the fields of evaluation, inspection and investigations; (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.12 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, assumed the mandate of the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)) in 2001.[1] CEB has three pillars: the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. The High-level Committee on Programmes supports policies, strategies and guidance for the United Nations system to meet emerging challenges relating to international cooperation and development. The High-level Committee on Management provides

[1] See Economic and Social Council decision 2001/321.

guidance on policies to, and promotes inter-agency cooperation and coordination among, the organizations of the system on administrative, management and security and safety issues with system-wide relevance and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. CEB, including the High-level Committee on Programmes and the High-level Committee on Management is serviced and supported by a single, jointly financed secretariat, while support for the United Nations Development Group is funded separately.

27.13 In the biennium 2016-2017, the Board will continue to coordinate the activities of the United Nations system to help member states to fully realize and sustain the implementation of internationally agreed development goals and the outcomes of the major United Nations conferences and international agreements. The Board will also guide the United Nations system in the transition towards supporting the post-2015 development agenda. It will deepen the understanding of and coordinate joint responses to high-priority global challenges, including those related to poverty eradication, sustainable development, climate change and cybercrime and cybersecurity, in accordance with intergovernmental mandates; achieve the inclusive, purposeful mobilization of resources and capacities; enhance knowledge-sharing; and help to increase transparency and accountability. The Board will further strengthen the support of the United Nations system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the Istanbul Programme of Action for Least Developed Countries; and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. It will also actively support the mainstreaming of gender and youth perspectives in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.14 Through its High-level Committee on Programmes, CEB will continue to promote integrated solutions to the challenges of sustainable development, peace and security, and human rights; maximize synergies among United Nations system organizations through joint actions; and foster system-wide normative and policy coherence in response to intergovernmental mandates. Enhancing the coherence and effectiveness of the contribution of the system to realize the implementation of the internationally agreed development goals will remain a priority of the Committee, while it simultaneously helps the system to adapt as necessary to support the new United Nations development agenda. Concurrently, the High-level Committee on Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to support joint approaches on such priority issues as sustainable development, including in urban areas; climate change; disaster risk reduction; humanitarian action; rule of law; countries with special needs; food, water and energy security; migration and development; and policies on drugs and crime.

27.15 Through its High-level Committee on Management, CEB will further the cooperation among the United Nations system organizations in: advancing accountability and transparency; harmonizing human resource management

practices, consistent with reforms approved by governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices. In the area of human resources management, the focus will be on active collaboration with the International Civil Service Commission and with the United Nations common system organizations for the implementation of the decisions of the General Assembly following the completion of the comprehensive review of the United Nations system compensation package and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: sustaining compliance with the International Public Sector Accounting Standards (IPSAS) throughout the system; expanding the United Nations system initiatives to put in place common treasury services that have already generated considerable savings; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, attention will be given to strengthening the ability of agencies to efficiently, and in a coordinated fashion, address cybersecurity challenges, respond to calls for examination of interoperability among enterprise resource planning systems and continue to explore efficiencies in data communications facilities. During the biennium, CEB will also build on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices.

27.16 The CEB secretariat will continue to provide efficient and effective support, including by ensuring that the discussions of CEB and its subsidiary machinery are supported by sound analytical material; supporting the Board and its subsidiary mechanisms in developing the structure, content and organization of their sessions; developing analysis and information to assist CEB to gain greater understanding of possible duplication and overlap of activities in specific areas; and assisting the Board in developing a system-wide methodology for different agencies working on the same issues. The secretariat will also facilitate regular and structured information flow to United Nations system organizations and to Member States and the general public on inter-agency decisions, statistics on system-wide resources, policies and practices, and major trends and developments of concern to the system as a whole. The engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and of the CEB secretariat with the Committee for Programme and Coordination, will continue during the 2016-2017 biennium.

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of joint United Nations system coordination initiatives developed through CEB in response to global challenges

	(ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations
	(iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement), to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters
	(ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) (i) Number of actions taken to enhance knowledge-sharing among United Nations system organizations and with Member States, including through additions and enhancements to knowledge repositories and tools (web- or paper-based)
	(ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation
(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to sustaining compliance with IPSAS	(d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of sustaining compliance with IPSAS

	(ii) All information on IPSAS compliance (post-implementation) by organizations of the United Nations system is reported on time to Member States

Strategy

27.17 During the biennium 2016-2017, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capability of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals, as well as transition to the post-2015 development paradigm. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. The High-level Committee on Management will utilize its functional networks on finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues to disseminate best practices, modern management approaches and partnerships in all areas of management. As necessary, the three subsidiary mechanisms will draw on inter-agency networks, task forces, working groups and clusters to strengthen linkages between the normative and operational work of the system.

27.18 With regard to sustaining IPSAS compliance by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) facilitating information-sharing and supporting organizations in sustaining IPSAS compliance, including support on specific technical issues and monitoring and coordination of accounting/reporting diversity, through website and e-mail communication and reports and meetings; and (b) supporting input into and understanding of changes to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009
64/262	Report of the Joint Inspection Unit for 2009 and programme of work for 2010
65/270	Report of the Joint Inspection Unit for 2010 and programme of work for 2011
66/259	Joint Inspection Unit
67/256	Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence
62/224, 63/247, 64/229, 65/244 and 66/8	Programme planning
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system